Minutes   Meeting of Senior Remuneration Committee

Date and time: Monday 29 April 2019, 12.00 – 2.30pm

Present: Mr Tony Pedder in the Chair
Mr John Sutcliffe
Mrs Alison Hope
Mr Richard Mayson
Mr Stephen Sly
Ian Wright, Deputy Director of HR (Secretary)

In attendance: Suzanne Duke, Head of Reward (taking the minutes)

1.	**Apologies:** No apologies were received.
2.	**Declaration of conflicts of interest:** No conflicts of interest were declared.
3.	**Minutes of last meeting & matters arising:** The minutes of the meeting on 25 February 2019 were approved as an accurate record. The Chair and Secretary reported that they had briefed the Student's Union President ahead of the meeting on the content of the agenda, and will follow-up after the meeting with any outcomes or decisions. The Committee agreed that this was an appropriate way to continue to engage with the Student's Union on the business of the Committee.
4.	**University Executive Board (UEB) Update (President & Vice-Chancellor to attend for this item):** The President & Vice-Chancellor attended this item to brief the Committee on the current recruitment activity and some structural and portfolio changes at UEB level. These changes, which were also to be presented at Council on the same day, included the introduction of a new Vice-President for Innovation role, and the introduction of an Executive Director for Corporate Services alongside the existing, but to be re-named, Executive Director of Academic Services. The Committee noted that recommendations for salary ranges for these roles, where appropriate, were included in agenda item 6 for Committee independent consideration and decision. The President & Vice-Chancellor left the Committee following this item.

5.	**Executive Bonus Scheme Review/Discussion:**	
	The Committee discussed and reviewed the current Executive Bonus Scheme.	
	The Committee agreed that a bonus scheme should be retained for the University Executive Board (and other senior roles whose remuneration was determined by the Committee), noting that the HE Senior Staff Remuneration Code recommended that awards linked to the achievement of specific annual objectives should not be consolidated.	
	The Committee agreed that the scheme would benefit from a refresh and simplification, and requested that some options should be developed and presented to the Committee at its next meeting for review and decision, ahead of the next academic year and bonus cycle commencing.	
6.	**Senior Remuneration Reviews and Benchmarking:**	
	The Committee received a paper that provided current benchmarking (from within and outside the sector) for the UEB and senior roles within its remit. The paper also included job evaluation information for each of these roles, including the new roles previously discussed, which had all been independently evaluated by Korn Ferry Group using Hay job evaluation methodology.	
	The paper included recommendations for Committee decision on the remuneration for these roles, based on both the job evaluated size of the role and the benchmarking information, including ensuring appropriate salary ranges were in place to support current and planned recruitment activity.	
	The Committee discussed and agreed, as appropriate, decisions based on these recommendations, and noted that the appointment salary recommendations following the UEB recruitment activity would be referred back to the Committee for final approval.	
	The Committee considered whether the pay award determined through the national pay negotiations 2019-20, should be applied to University Executive Board members. The Committee agreed that the award should be applied in 2019 reflecting practice in previous years, and noted the recent agreement by the University Executive Board to apply it at Professorial and Professorial Equivalent level.	
7.	**Committee Terms of Reference Update:**	
	The Committee noted the updated terms of reference which reflected the naming principle changes made by the Annual Review of Committee Membership, which were to be presented to Council for approval before being published on the University's web pages.	
8.	**AOB**	

	The Committee noted the departure of the Chief Operating Officer and recorded thanks to him for his contribution to the University.
9.	Dates & times of next meetings: • Tuesday 18 June 2019, 9.00am • Monday 14 October 2019, 12.00pm

Minutes   Meeting of Senior Remuneration Committee

Date and time: Tuesday 18 June 2019, 9.00– 10.30am

Present: Mr Tony Pedder in the Chair
Mr John Sutcliffe
Mrs Alison Hope
Mr Richard Mayson
Ian Wright, Deputy Director of HR (Secretary)

In attendance: Suzanne Duke, Head of Reward (taking the minutes)

1.	**Apologies and attendees** Apologies were received from Mr Stephen Sly. The Chair confirmed that the Provost and Deputy Vice-Chancellor was attending for agenda item 4.
2.	**Declaration of conflicts of interest** No conflicts of interest were declared.
3.	**Minutes of last meeting & matters arising** The minutes of the meeting on 29 April 2019 were approved as an accurate record.
4.	**UEB Objective Themes for 2019-20** The Committee welcomed the Provost & Deputy Vice-Chancellor who was in attendance for this item to discuss the key priorities that would be built in to the 2019/20 individual objectives for each of her UEB direct reports. The Provost & Deputy Vice-Chancellor began by outlining the key institutional priorities that would be developed into common objectives for delivery across her UEB direct reports. She then talked through the key challenges for each role over the next academic year which would be developed into individual objectives. The Provost & Deputy Vice-Chancellor noted that objectives would also developed and tailored accordingly, once appointments had been made, for the Vice-President (Research), Vice-President & Head of the Faculty of Medicine, Dentistry and Health and the Executive Director of Corporate Services. The Committee confirmed that they were happy with the key themes of the UEB objectives as proposed by the Provost & Deputy Vice-Chancellor for her direct reports. The Provost & Deputy Vice-Chancellor exited the meeting.

	The Committee then discussed the development of the objectives for both the President & Vice-Chancellor and the Provost & Deputy Vice-Chancellor. The Chair asked the Committee to feed in any thoughts or comments to him in order to inform the development of these objectives over the summer. The Committee noted that the Chief Financial Officer was stepping down at the end of the year and so development of objectives for the CFO will be in place for a new incumbent to the role in due course. All remaining UEB objectives will be developed over the summer and presented to the Committee for review and approval at its next meeting in October.
5.	**Executive Reward Policy:** Following on from discussions at their previous meeting, the Committee considered and reviewed the current Executive Reward Policy. The Committee agreed the concept of performance pay should be retained, but refreshed. In relation to the current approach to appointing to Professorial UEB roles on a fixed-term basis, the Committee had previously requested that there should be some flexibility around this to allow the University and Council to appoint these key leadership roles on an open-ended basis, when it was appropriate to do so. The Committee also agreed on the structure and range of remuneration for academic and professional services UEB roles reflecting the size of the roles and the external market. The Committee noted that for some UEB roles (e.g. where the post-holder is on a clinical pay scale there would need to be some flexibility in the policy to accommodate this). The Committee agreed to recommend an amendment to the University regulations to provide future flexibility in the appointment of Professorial academic roles. It was noted that a wider review of the University Regulations was being undertaken by PWC and the Secretary to the Committee was tasked with speaking to the University Secretary to build in this recommendation into that review, to be presented to and approved by Council at its July meeting. In relation to the Executive Bonus Scheme, the Committee discussed and agreed some key principles to be developed into a scheme for the 2019-20 academic year including: 1. Recognising institutional performance in determining payment of any bonus; 2. Collective/common objectives to build collegial behaviour and accountability. 3. Individual objectives should be clearly defined and include objectives relating to delivery in the role and the individual's wider academic contribution. 4. Individual objectives must include a proportionate level of clearly identified stretch objectives. Stretch objectives represent an area of significant challenge and/or major activity or project delivery that has a significant impact on the institution.

	5. The maximum bonus potential would be retained at its current value of 10% of base pay. This would be reviewed annually by the Committee. 6. The scheme should be re-named to be more reflective of the objective and performance process. The Committee agreed that the Executive Reward Policy, including the bonus scheme, be updated for Committee approval at its October meeting, prior to its re-publication later in Autumn.
6.	**Pension Taxation Policy – Review:** The Committee reviewed the policy, previously developed and approved in 2017 and approved a slight amendment to the authorised signatories from the Chief Operating Officer, who had now left the University to the Provost & Deputy Vice-Chancellor.
7.	Date & time of next meeting: • Monday 14 October 2019, 12.00pm